

TERMS OF REFERENCE
PROVISION OF SECURITY SERVICES FOR
UNITED NATIONS OFFICES AND INTERNATIONAL STAFF RESIDENCES LOCATED
THROUGHOUT SAMOA

1. BACKGROUND

The United Nations offices located at Tuana'imato and Matautu-Uta is seeking to contract national private security company (hereinafter referred to as the "Company") to provide security services (hereinafter referred to as the "Services") to offices, property as well as Private Security Services (hereinafter referred to as the "Residential Services") for International Staff residences of the United Nations agencies (hereinafter referred to as the "Client").

One Company will be contracted on a Long-Term Agreement to provide Services for the premises currently located at the United Nations (UN) compound at Tuana'imato as well as FAO & UNESCO office premises at Matautu-Uta.

The UN Compound at Tuana'imato must be manned by two guards during the day and one by night only whereas the Matautu-Uta compound should be manned by one guard during the day and one by night.

In addition to UN offices and official property, the Company can also be contracted to provide residential security services for up to 20 UN international staff members and their families as required and if requested. One or more companies may be contracted on a Long-Term Agreement to provide the Residential Services to individual International staff residences for the Client.

Other UN agencies located elsewhere in Samoa may also use the contracted Company for security Services and Residential Services.

The contract will be signed between the Company and the United Nations Development Programme, the lead agency (hereinafter referred to as UNDP).

The overall coordination on security matters between the Company and the Client will be under the responsibility of the UN Department of Safety and Security (hereinafter referred to as UNDSS) through the Local Security Associate (LSA).

The Company shall provide all supervisors, management and personnel with the required experience, education and ability and other resources to plan and provide the Services to the UN facilities and as requested for International UN staff residences, across Samoa.

The Company shall perform to the standards and shall follow all applications and directives as identified in the Statement of Works to include international best practice procedures.

2. TIMING AND DURATION OF THE CONTRACT

The effective date of this contract, should a contract be awarded, is anticipated to commence on or about **December 2019** for a minimum of twelve months. Subject to a satisfactory performance, a further renewal of contract will be offered for a further twelve months.

3. STATEMENT OF WORKS

The main threats currently identified against the UN operating securely and safely in Samoa come under the following headings in priority order;

1. Crimes and;
2. Hazards.

3.1 DUTIES AND RESPONSIBILITIES

Guard protective duties include:

- (a) Prevention of forced entry into the buildings and compounds 24/7.
- (b) Removal of unauthorized persons from the buildings/compounds at the request of the authorized UN official.
- (c) Protection of UN staff in the buildings/compounds 24/7 from violence.
- (d) Protection of UN property from theft and malicious damage in the buildings/compounds 24/7.
- (e) Reporting of any suspicious activity to the Country Security Focal Point (CSFP) and/or a UN authorized official as required on a 24/7 basis.
- (f) Access control procedures including searches of all genders if the security situation warrants as well as the notification to the CSFP and the authorities in case of discovery of weapons and other contraband or disorderly persons.
- (g) **Visitor control procedures:** to follow the procedures for identification and control of visitors; escort and control of visitors within the facility perimeter; notification to the CSFP and local authorities in case of visitor disorderly conduct.
- (h) **Package and mail search:** Bomb, weapons and other contraband detection, response and procedures through the use of electronic equipment and manual search; awareness and familiarity training; response, notification procedures including building/compound evacuation and medical first responder's certification.
- (i) Vehicle access control and search procedures as required to include;
 - i. Screening and registering incoming/outgoing materials and equipment;
 - ii. Stopping and inspecting all vehicles at the premises entry;
 - iii. Registering visitors, contract workers, cleaning and maintenance staff, etc.;
 - iv. Screening packages and baggage that is to enter the premises.
- (j) **Bomb threat response:** Bomb threat procedures used by guard personnel; notification to the CSFP and local authorities.
- (k) A specific function for guard responsibilities in emergency action situations as directed by the CSFP include the conduct of building evacuations as required and as a minimum exercise on a six-monthly basis.
- (l) Personnel identification procedures for recognizing official identification of United Nations staff members, employees, dependents and official visitors.
- (m) Minimal extent of physical force in self-defense and the protection of UN Staffs and property.
- (n) Restraint of persons including the training in the use of restraints and powers of arrest.
- (o) **Threat detection:** Guards skilled in the identification of indicators of an attack, such as identification of attacker, recognition of potential attackers due to behavioural and frequency of sightings in surveillance of UN offices.
- (p) **Mobile response team and supervisors daily inspection requirements:** To be a part of the ToR and contracted guard force to include specific responsibilities and relationships to the CSFP and contract guard force supervisor/manager; response tactics to be used

in case of an attack on the facility, a kidnapping of a UN official, armed attack against any asset or a criminal attack against the UN Offices where violence and/or non-violence is involved; and specific relationship to host government police and military forces.

- (q) **Emergency medical assistance:** Elements of the guard force be certified in basic first aid and cardio-pulmonary resuscitation (CPR) to ensure a capability of effective response on the part of the guard where there is injury or apparent health issue affecting UN staff or visitors.
- (r) **Communications:** Guard shift commander, and guard operations manager to have access to UN emergency contact numbers and relevant authorities.
- (s) **Patrolling:** The Company shall be tasked to provide security to the interior and exterior of all UN facilities and staff residences, monitor facility fences and protect UN owned equipment, using roving and static patrol as indicated in the Resource and Location Requirements below. This includes:
 - i. Observing building occupants and reporting instances of non-compliance with security procedures;
 - ii. Detecting and preventing any persons attempting to gain unlawful entry onto the premises;
 - iii. Report unsafe or hazardous conditions that require immediate corrective action;
 - iv. Report any deficiencies in security to on-duty supervisor;
 - v. Conduct after-hours security inspections for building, security, fire and safety purposes.
- (t) **Emergency Procedures:** The Company shall be tasked to assist and support UN Security Staff in accordance with the UNDSS Emergency Procedures in the event of an emergency incident such as armed assault, medical emergency, fire, etc. During such incidents, the Company shall:
 - i. Sound all appropriate alarms, alert staff and contact relevant authorities
 - ii. Assist in Evacuation of all occupants from the premises
 - iii. Mitigate any controllable threats such as extinguish fires, stop theft, protect staff, etc.
- (u) **Flag Raising/Lowering:** On duty security guards to raise and lower the UN flag daily in accordance with the UN Flag Code at each compound.

3.2 GUARD PROTOCOL

- (a) Guards are responsible for access control to their assigned post and are not to interfere with the internal affairs of the staff and procedures operating within the UN offices.
- (b) Guards will remain at their posts until relieved on the authorization of the Company and/or the CSFP. They will not enter the assigned office without the permission of the authorized UN official for that office.

4. QUALIFICATIONS OF PERSONNEL EMPLOYED

The Company must provide qualified and experienced personnel to accomplish the duties and work as stipulated and required by the Statement of Works. The personnel provided must be employees of the Company and shall be legally enabled to work within Samoa. The Company shall be able to provide relief personnel to cover for mandatory time-off, holidays or illnesses.

The Company remains responsible for any subcontractor personnel he/she may employ. There will be no contractual relationship between UNDP and any subcontractor used or employed by the Company. The Company will remain the sole responsible agent for any and all elements of the contractual agreement, regardless of any arrangements between the Company and any subcontractors.

The successful Company shall provide and maintain each of their personnel with adequate life insurance, medical insurance including medical evacuation, and third-party liability coverage.

The use of alcoholic beverages and/or illegal drugs by the Company personnel, while on duty, is strictly forbidden. The Company shall immediately remove and replace any employee who is under, or strongly suspected of being under, the influence of alcohol or drugs.

All security personnel should always be in uniform when on duty and wear identification badges with a minimum of the Company's name and the employee's name.

The Company shall subject its personnel to UN approval. All employees must pass a suitable investigation conducted by the Company, including references from past employers, background checks must be made with Police and national ID card must be verified. Fingerprints, photo and ID card must be kept on file. Copies of background checks for all guards must be provided upon request.

The Company shall provide records of all investigations in summary form to UNDSS for review and approval/disapproval. The investigation record shall be part of the administrative file. The Company shall not use any employees under this contract without UN approval.

The Company shall not bill for employees who have not received approval under this clause.

4.1 GUARD SELECTION CRITERIA

The following criteria are the recommended guidelines for the guard selection to be included in any contract undertaken:

- (a) **Age:** 21 to 50 years old, depending on tasks required.
- (b) **Gender:** Either men or women candidates be accepted.
- (c) **Health:** Free from all communicable diseases and in good general health without physical defects or abnormalities, which would interfere with the performance of any guard duty.
- (d) **Physical condition:** Able to perform physical tasks associated with the guard duties to which he/she is assigned.
- (e) **Drug dependency and medication:** Shall not be dependent on alcohol or other drugs; if using prescribed medication, it shall not hinder the performance of assigned guard duties.
- (f) **Education and literacy:** The minimum education level should be no lower than that found in the general labour force of Samoa and sufficient enough to allow effective participation in guard training. Should be able to read and write, understand guard orders and maintain guard logs and reports.

4.2 GUARD SUPERVISOR SELECTION CRITERIA

The Company must employ competent and experienced guard supervisors to monitor the performance of all guards. The number of supervisors necessary will be dependent on the Security requirements of the location. The Supervisors duties shall include;

- (a) Previous experience in managing a guard force;
- (b) Supervisors command experience (sergeant or above) in a police or military organization.
- (c) Committed to full term of contract.
- (d) Meets minimum UNDSS guard selection criteria.

- (e) Citizen of Samoa or possesses a valid work visa if a foreigner; and
- (f) The contract must include a provision for the replacement of a guard if his/her performance or behaviour assessed as not acceptable by the UN agencies as recommended by the CSFP.

4.3 PROJECT MANAGER SELECTION CRITERIA

The Company shall appoint a Project Manager who shall act with full authority for the Company and shall be responsible for overall management and daily performance of this contract. The Project Manager shall be the central point of contact for this contract and shall be available at all times to meet on the installation with UNDP's Procurement Officer or his/her designated representative. The Company shall designate and delegate authority to this individual in writing (listing name, address and contact telephone numbers) to UNDP's Procurement Officer no later than 5 working days prior to the contract start date. Attach the CV of the assigned Project Manager and CVs of assigned Supervisors

The duties include:

- (a) Be accessible on a 24/7 basis
- (b) Report to the CSFP and administer, manage and supervise all personnel, including the supervisors.
- (c) Act with full authority for the Company and be responsible for the overall management and daily performance of this contract.
- (d) Manage the transition to/deployment of this contract including appointing qualified staff and developing a Project Management Plan.

5. LOCATIONS AND RESOURCES REQUIREMENTS

The Company shall be responsible for providing all equipment, materials, weapons and personnel for the execution of the services.

The Company shall provide properly qualified security personnel with resources, in the correct numbers, equipped with the correct equipment and skills to carry out the functions and duties as contained in the Statement of Works.

Individual shifts and duty-rosters will be worked out by the on-site Supervisors in consultation with the UNDSS Local Security Associate (LSA) and based on the latest Security Risk Assessment (SRA) pertinent to the location.

The basis of shift rotation will provide; (a) an on-duty team, (b) an on stand-by team, and (c) an off-duty component on the proviso that the guard force must be ready and equipped to deal with any internal emergency or external act of aggression at any time of the day or night. The full complement of staffing as prescribed for the facility, leave and sick staff will not be carried as staff complement.

5.1 WORKING HOURS AND COMPULSORY TIME OFF:

- (a) Security personnel may not be on-duty for longer than 12-hours in a 24-hour period. After a 12-hour shift a guard must have at least 12-hours of rest. No guard must work more than six days a week.

- (b) Security Personnel are to receive a minimum of one full week (paid) of 7 days break outside of their duty-station every 3 months;
- (c) All guards must be given the maximum number of the Government of Samoa's mandatory holidays and annual leave, in addition to statutory holidays.
- (d) Guards assigned to locations more than 1-hours' drive from their place of residence will be provided free accommodation by the Company.
- (e) Home leave to be granted in terms of company policy.

5.2 WORKERS COMPENSATION

The Company shall provide workers' compensation benefits as required by the laws of the Government of Samoa.

The UN requires the Company to pay their worker's a minimum wage of WST \$4.00 per hour. UNDP may require the Company to provide proof of payment to guards stationed at its premises from time to time.

Guards must be paid within or by the 5th day of the following month unless extenuating circumstances that are acceptable by the client exist.

The Company, at its own expense, shall provide and maintain during the entire period of performance of this contract, all types of insurance cover that is legally required for its employees. The insurance shall include but not limited to workman compensation, professional insurance liability and life insurance for its employees against injuries of all kinds and death related to the performance of the assignment.

5.3 GUARD FORCE ORIENTATION AND RECRUITMENT REQUIREMENTS

The guard force must understand its role at the selected UN offices and have a thorough understanding of the following:

- (a) **United Nations assets:** Description of assets, name, location and function.
- (b) **Local law and power of arrest:** What authority and power the guards must use force and arrest offenders; relationship of guard force to government security forces.
- (c) **Threat to facilities:** Description and nature of the threat to United Nations Offices, staff and assets.
- (d) **Fires:** Description of the threat to assets of fire; use of fire extinguishers; familiarization with fire alarms, evacuation drills, nominated assembly areas and extinguisher locations.
- (e) **UN Samoa Fire and building evacuation plans:** Role the guard force plays in case of fire, explosions, bomb search and/or building evacuation.
- (f) **Physical security measures at all UN offices:** Description of access control and fire alarm systems used.
- (g) **Basic guard duties:** General description of guard actions for protection of facilities and residences. Denial of access to unauthorized persons, maintenance of guard force daily records/log sheets and preparation of incident reports.
- (h) **Guard Force Communication Procedures:** used in case of incident, notification of others, and use of radio/phone equipment.
- (i) **General post orders:** Description of general orders and post orders in detail. Emphasis on guard responsibilities, deportment, penalties for commission of violations of orders.
- (j) **Maintaining post logs:** Procedures for preparing daily logs and incident reports.

- (k) **Restraint of disorderly persons:** Procedures for defending against physical attack; procedures for restraining others; guidance on use of force.
- (l) **Use of personal equipment:** Procedures for the use of any equipment issued to guards, e.g., baton, Torch, search mirrors, restraints, etc.
- (m) **Access control procedures in place:** Use of electronic body and package search equipment; personal searches; vehicle search; building search for suspected bombs; staff/visitor control systems, including ID badge check and access control. General coverage of this subject to all guard personnel, with detailed hands-on training to those guards assigned to access building/perimeter control duties.
- (n) One point of contact between guard services and UN agencies nominated for both parties.

5.4 TRAINING

The Company must have access to a training facility which can provide adequate classroom and practical training space for at least 10-guards.

The types of training required for this contract are induction training, annual refresher training, in-service Guard Training. The training requirements listed below apply to all employees assigned to a position listed in **Appendix I and II**. The Company shall maintain employee-training records to document the training each employee receives. These records shall be part of the required administrative files.

Before assigning an employee, the Company shall have the employee satisfactorily complete a program of induction training approved by UNDSS. This program shall be a minimum of 24 hours and include the activities listed in Appendix II. This Induction Training requirement does not apply to employees who have already completed the training. All costs of basic training, including labor, are the responsibility of the Company.

All guards must be trained in all the subjects listed in appendices I and II prior to employment or deployment to UN facilities/residences.

All guards must receive at least an average of half a day of training a month.

Individual training records for each guard must be maintained, including induction, refresher and specialist training. Records for all guards must be available prior to contract commencement and should be made available if required by the CSFP or assigned delegate.

5.5 ANNUAL REFRESHER TRAINING

The Company shall have each employee successfully complete at least 16 hours of annual refresher training. The Company shall not provide services of employees unless they are certified on all required training. The training shall include any new material affecting the performance of local guard duties. All costs of refresher training, including labor, are the responsibility of the Company.

Upon completion of annual refresher training the Company shall notify UNDSS which guards have completed the required training.

5.6 USE OF WEAPONS

The use of weapons by the guards will be in accordance with the regulations of the government authority. The principle of the use of minimum force is to apply in all circumstances pertaining to the protection of UN staff and property. During carrying out of their duties, guards are to be unarmed always unless authorized by UNDSS.

5.7 ATTENDANCE

The Company will ensure sentry posts are continuously staffed with their certified/trained personnel. UN agencies can assist by reporting non-attendance to the CSFP and the Company to arrange replacements as soon as practicable. Attendance recorded on a daily attendance sheet by the shift commander and presented weekly to the CSFP and/or on request.

All guards need to be alert and awake at all times whilst on duty.

5.8 EQUIPMENT AND UNIFORMS FOR GUARDS

The guard force will require the minimum equipment to perform its assigned duties. Items such as uniforms, weather-protective clothing, flashlights, batons, whistles, handheld search mirrors radio/phone, guard orders, notebook and pen as well as a first aid kit.

5.9 MEDICAL

The Company is responsible for arranging medical insurance and treatment for the guard force.

6. REVIEWS

A review of the management and administrative arrangements in place including the Services provided can be conducted on a six-monthly basis where applicable. Any challenges and/or complaints from either party be discussed in detail between the CSFP and the Company Guard Force supervisor to find the best solution forward to consider client requirements can be conducted at any time when requested by either party.

7. START UP PLAN

The Company must present a detailed timeline for project implementation, showing how much time they need after contract award in order to provide all the associated services. This period of time must not be more than 1 month.

The Company must present a credible plan with regards to how they intend to source a minimum of 20 guards; e.g. recruitment, training, vehicle and equipment procurement, establishment of project management structure, support and facilities.

7.1 SPECIFIC TRANSITION PLAN ISSUES.

The Company shall update and augment the Preliminary Transition Plan submitted as part of its proposal, so that it addresses at least the following areas:

Recruitment:

- Types of advertising or other methods of identifying potential candidates;
- Plans to interview incumbent's employees;
- Plans for employee clearances;
- Planned start and end dates of recruitment.

Training of New and Incumbent Employees:

- Types of training;
- Length of training;
- Categories of employees to be trained;
- Planned start and end dates of training.

Licenses and Permits

The Company shall provide evidence of all licenses and permits required by the relevant Samoan Government authorities.

Identification of Priority Guard Posts

The Company to propose assignment of priority to the selection, training, and clearance of all guard supervisors to be used under the contract.

Phase-In

The Company to propose plans on how to interact with the outgoing incumbent Contractor if applicable.

The Company to propose commencement and completion dates of phase-in

- Plans for Relief Guards
- Timeline Interrelating All Transition Activities

The planned completion and timeline dates can be expressed as a calendar date, or as "X" number of days after occurrence of another event, such as contract award. For instance, if the Company does not plan to commence phase-in until all recruitment is completed, the date would be reflected as "X" number of days after completion of recruitment.

Completion of Transition Plan.

The Transition Plan will be discussed during the Post Award Conference, with the UN providing input and recommendations. "Deliverables" for due date and distribution of final Transition Plan.

Phased Takeover

It is preferred that the Company begin full performance of the contract requirements on a specified change-over date. In the event of a phased take-over, the awardee would receive payment only for hours provided. Failure of the awardee to complete transition within 30 days

of notice of award or by commencement date specified in the Notice to Proceed, whichever is later, is grounds for termination of the contract for default.

8. EXISTING CONTRACTS

The following areas will need to be negotiated upon finalizing of the contract conditions, namely;

- a) Take-over of any existing alarm systems and maintenance agreements.
- b) Services provided to staff who occupy apartments or complexes that utilize communal security services, not operated by the company.
- c) Provision of security services to UN facilities in field locations

9. LIAISON WITH UNITED NATIONS

The Company shall be available on telephone on a 24-hour basis (7 days a week, holidays included) and respond to any emergency requirement.

Regular Meetings will be held between the CSFP and the Company on an agreed schedule. In addition, meetings will be held with the Fiji-based UNDSS team as required.

10. INVOICES

Invoices should be raised in the name of the respective UN Agency or International Staff who will be responsible for the settlement of outstanding dues within the due date of invoice. In the case of unsettled invoices, the Company shall notify UNDP in writing with name of the clients, assignment location and amounts due. UNDP will then ensure that all monies due are settled.

11. CONTRACT AND UNDP GENERAL TERMS AND CONDITIONS

One successful contractor will sign a Long-Term Agreement for the Services provided with UNDP for the UN Compounds located at Tuanaimato and Matautu-uta.

One or more successful contractors will also sign separate Long-Term Agreements for Residential Services as required.

Any breach of the contract terms by the Company, will be terminated upon 30 days of notification as per the UNDP General Terms and Conditions for Services.

Appendix - I to TOR**INDUCTION TRAINING SUBJECTS**

- (a) **Orientation:** Introduction to training programme, training objectives, the role of the guard force at the duty station or facility.
- (b) UN Security standards and requirements (UN rules, regulations, protocol, etc.)
- (c) **UN assets:** Description of assets, name, location and function. Security Officer Conduct: Ethics, Honesty, Professionalism
- (d) **Local law and power of arrest:** What authority and power the guards must use force and arrest offenders; relationship of guard force to host government security forces.
- (e) **Threat to facilities:** Description and nature of the threat to UN assets with examples.
- (f) **Fires:** Description of the threat to assets of fire; use of fire extinguishers; familiarization with fire alarms and extinguisher locations.
- (g) **Duty station emergency plans:** Role the guard force plays in case of critical incidents such as natural disasters, fire, explosions, bomb search and building evacuation.
- (h) **Physical security measures at duty station:** Description of access control and fire alarm systems used.
- (i) **Basic guard duties:** General description of guard actions for protection of facilities and residences. Denial of access to unauthorized persons, maintenance of guard force records and logs and preparation of reports.
- (j) **Guard force communications:** Procedures to be used in case of incident; notification to others; use of radio equipment.
- (k) **General post orders:** Description of general orders and post orders in detail. Emphasis on guard responsibilities, deportment, penalties for commission of violations of orders.
- (l) **Maintaining post logs:** Procedures for preparing daily logs and incident reports.
- (m) **Restraint of disorderly persons:** Procedures for defending against physical attack; procedures for restraining others; guidance on use of force.
- (n) **Use of personal equipment:** Procedures for the use of any equipment issued to guards, e.g., baton, handcuffs, etc.
- (o) **Access control and search procedures:** Use of electronic body and package search equipment; personal searches; vehicle search; building search for suspected bombs; visitor control systems, including badge issuance and control. General coverage of this subject to all guard personnel, with detailed hands-on training to those guards assigned to access control.
- (p) Hostile surveillance and Reconnaissance Detection
- (q) Basic First Aid
- (r) Crowd control

Appendix – II to TOR**IN-SERVICE GUARD TRAINING SUBJECTS**

Subjects listed are suggested and represent packages that may be included in the guard training programme. The method and time for presentation of each subject will depend upon the detail of the subject covered and the needs of the trainees, which are dictated by the local situations.

- (a) **Access control procedures - pedestrians:** Description of the devices and procedures used at each facility. Description of procedures used in the operation of each type of equipment involved. Procedures used for searches of men and women. Procedures used for notification in case of discovery of weapons and other contraband or disorderly persons.
- (b) **Visitor control procedures:** Description of the procedures for identification and control of visitors to official facilities. The badge system and badge issuance procedures and control. Escort and control of visitors within the facility perimeter. Notification of authority in case of visitor disorderly conduct.
- (c) **Package and mail search:** Bomb, weapons and other contraband detection procedures through the use of electronic equipment and manual search. Awareness and familiarity training. Response, notification procedures and alarm systems.
- (d) **Vehicle access control and search procedures:** Gate control procedures, barrier operations, driver identification and requirements. Vehicle compartment and body frame searches. Truck and vendor access procedures. Vehicle and cargo searches and bill of lading inspections. Notification procedures.
- (e) **Bomb threat response:** Bomb threat procedures to be used by guard personnel. Notification procedures, building searches, identification and relationship with local bomb disposal unit - host government or other.
- (f) **Guard responsibilities in emergency action situations:** Specific functions and role of guard force when any emergency action situation occurs.
- (g) **Personnel identification:** Procedures for recognizing official identification of UN staff members, employees, dependents and official visitors. Procedures for notification where proper identification documents are not provided.
- (h) **Self-defense:** Procedures for and extent of physical force in self-defense.
- (i) **Restraint of persons and use of handcuffs:** Procedures for use of restraint methods, including the use of handcuffs (if required). Equipment limitations, if any, on use of restraint devices.
- (j) **Threat detection:** Skill development in the identification of indicators of an attack, such as identification of attacker surveillance methods, recognition of potential attackers because of behavior and frequency of sightings near UN assets; notification procedures to be used.
- (k) **Mobile response team:** Identification of the purpose and scope of responsibility for team members responding to security incidents. Such persons may be delegated to the duty station from the host government or may be a part of the contract guard force. Training should include specific responsibilities and relationships to the contract guard force supervisor/manager. Response tactics to be used in case of an attack on the facility, a kidnapping of a UN official, an armed attack against any asset or a criminal attack against an official facility or residence where violence is involved. Specific relationship to host government police and military forces.
- (l) **Emergency medical assistance:** Elements of first aid should be provided to ensure a capability of effective response on the part of the guard where there is injury
- (m) **Communications:** Voice communications procedures used are described in detail. Use of handheld radio units. Communications discipline, codes and signals.

- (n) **Elements of guard supervision:** Responsibilities of the first-line supervisor are covered, including post inspection, maintenance of post logs and reports, preparation of shift reports and use of discipline.